Vision & Values Workbook

WORKBOOK 2:
2nd Edition

- CEO Preparation for the Model – Workbook 1
- Vision & Values – Workbook 2
- Creating Your Model – Workbook 3
- Alignment of Systems – Workbook 4
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Vision & Values and the Model

The Model is the intentional design of a hospice culture that simultaneously balances purpose and financial realities to create a sustainable World Class experience.

One of the first steps in the intentional design of a hospice and the Model is the establishment and/or clarification of the organization’s Vision and Values. Vision and Values are essential in the creation of culture…the primary thing the Model represents. Without such a foundation, models that may be created would lack consistency, cohesion and direction. Such lack of coordination will confuse public and internal perception and render a sub-standard overall hospice.

Even if your hospice has established Vision & Values, we encourage you to reassess them. This need not take a lot of time, but it is important that this re-evaluation take place as all subsequent work will be based on these core ideas.

Also recognize that the “recasting” of the Vision & Values is a prime opportunity to launch the Model initiative. It is a New Day and New Way. It is a chance to start fresh with new ideas or the introduction of new life to old ideas. It is an opportunity to become a World Class hospice…one that provides a World Class hospice experience to patients and families while simultaneously balancing financial realities. With all of the changes in the Medicare system, now more than ever is the time to implement true revolutionary change at your hospice. The old paradigm of hospice will not be viable in the somewhat predictable future of Medicare. So, rather than viewing this as a negative, let's see it as a positive. In the future, there will be fewer hospices with higher quality and of larger size. Hospices that operate within sound financial models will survive and prosper. Adoption of the Model will be a key component of the hospice of the future.

A successful Model will:

- Help lessen the variability of care that exists in many hospices
- Help create a World Class patient/family experience
- Create profits and build much needed financial reserves
Culture Change

What is needed in many hospices is a change of culture.

The hospice culture should balance **purpose** (the heart of hospice) and **profit** (addressing the financial realities).

Most hospices have cultures that embrace the ideals of quality care but place much less value on ideals that impact the financial aspects. A truly balanced hospice would place value on both. However, providing care is the primary driver and at the core of what we do. The business aspects are an unavoidable and necessary environmental condition of our world. Financial realities affect us all on an individual level as well as on a hospice level. A hospice without money is greatly hindered from becoming a World Class entity as it lacks the capacity to fund many of the services and products that modern society expects. In fact, a hospice that runs out of money will cease to exist. The size of a hospice does not matter when it comes to financial survival. At MVI, we have witnessed small hospices fold as well as those with several thousand patients a day. The economic realities are the same regardless of size.

The Power of Culture

An organization’s culture is a very powerful thing. Culture provides a continual ideological reference to accepted behavior. As most people are inclined to adapt to whatever culture exists in an organization, the result is “people become what the culture is.” Therefore, culture has powerful implications as human beings tend to conform to their surroundings. The power of culture can be illustrated when a person comes back from a super educational event, full of energy, passion and ideas…the very thing you want when you send people to such events. Then sooner rather than later, the energy dissipates and the enthusiasm fades as the weight of the culture takes its toll. Unless they are especially strong and driven individuals, they will most likely be sucked back into the culture…IF the culture is resistant to the ideas and passion they are bringing.

Culture is something that must be crafted and not left to chance. Culture is set by the CEO for a hospice. Segment cultures are set by the respective leaders of those areas. So, one needs
to look no further than the mirror to determine “where” culture comes from and “who” needs to change to alter culture. Culture is us!

Change! The Hope for a Better Tomorrow!

Cast an expectation of change in your culture. If there is a universal law of any certainty, it is that change is forever. The universe is constantly expanding and NOTHING stays the same. We are living in a snapshot of time. Manage the expectation that change WILL occur at your hospice…100% guaranteed! You might state that we all want change in our lives and our hospice is no different. Change is the only hope for a better tomorrow.

Overcoming the “Great Dilemma”

Many hospice people have trouble with the idea that hospice is a business. There is an “internal conflict” that some find disturbing as there is a perception that the linkage to money somehow lessens the commitment to the mission. We call this the “Great Dilemma.” This internal conflict must be resolved.

Many people in hospice think that profitability is wrong. They think that it is “evil” to do this work and make money. This mindset must go. It is not only right for our hospices to be profitable; it is the only way to survive! This anti-profit mindset is not compatible with reality. If you are unable to become comfortable with operating within a sound business model, you should “self-select” yourself from the hospice to make space for someone else.

It is important that individuals at our hospice come to an understanding of the importance of money. If an individual working at a hospice does not receive a paycheck at the end of a pay period, the individual will probably not continue to work for the hospice as personal financial obligations must be met. The same idea applies to the hospice. If the hospice does not receive enough money to cover ALL of its obligations, it will not continue as an entity. Not only should there be enough to cover the expenses in both the personal and the hospice example, but there should be money left over for savings. Common sense would tell us that it is good to have money set aside for the unpredictable future.
Making Sure That Our Values Include Financial Balance

One of the main points of revisiting a hospice’s Vision & Values is to make sure that the financial or business aspects are included. In many hospice mission and value statements, virtually nothing is mentioned about this. Yet, without proper attention, a hospice may find itself merging with another entity or closing its doors if the financial and business aspects are not satisfied. The following is an effort to help us understand the “why” so we can incorporate these often excluded components into our culture.

The Role of Financial Reserves in a Hospice

Reserves play an important role in a hospice. They are a symbol of strength and capability. They decrease stress and anxiety. They provide a physiological as well as a very real material advantage. Hospice leaders need to have a clear idea of the value of having financial reserves. They are part of the Vision of a World Class organization.

How much does a hospice need? These are important questions. A hospice needs enough money to fund its Vision. This may sound like an easy, pat answer, but it is the truth. Some hospices need $100,000,000 in the bank. Some need $10,000,000. Many need less. A hospice that has cash in the bank can rapidly move on projects such as inpatient units, new programs, drive competition into the ground, etc. Not having cash reserves may eventually mean the end for many hospices.

Reasons to be Profitable and Build Reserves

This section is repeated in many of the MVI materials because it is so important. The reason a hospice needs to be profitable and thus build reserves is simply the fact that an organization can not survive in the long-term without reserves. An event or combination of events WILL occur in the future of every organization that will test its capabilities. No hospice is immune to these challenges. Money makes things easier.

We also need to have top-of-mind awareness of the reasons why we need reserves so that we respond to daily decisions with balance. This is part of the culture shift. Every staff member should be aware of WHY being profitable and building reserves is critical. Here is our stock list of reasons:
Can your hospice outlast changes in Medicare? Changes in Medicare can last a long time, even decades before relief comes after over-reactions by those in control. A hospice needs to have reserves to outlast these seasons.

Can your hospice outlast ADRs (Additional Data Requests) and focus edits? Severe FI (Fiscal Intermediaries) focus edits and other revenue withholding mechanisms can severely disrupt Medicare payments for the better part of a year when combined with sequential billing.

CMS is actively seeking to reduce Medicare payments. Reviews of cost reports, ADRs, CR5567, phase-out of the budget neutrality act all point to an effort to reduce reimbursement. If history means anything, in the future, our rates will be decreased.

There are ever-increasing competitive pressures in hospice. At present, there are more hospices or “hospice-like” services.

Costs are increasing. Consider DME. It is an area that is increasing rapidly due to a limited number of vendors and higher operating costs like the cost of gas. Nursing costs will continue to increase due to the nursing shortage.

A hospice needs funds to weather PR (Public Relations) disasters. If your hospice is accused of killing a person, I guarantee that you will have a few “dry” years in the community support department. We have seen large hospices cease to exist in a matter of months after major PR disasters.

A hospice needs funds to take advantage of opportunities that arise. This could be the purchase of a nursing home that could be converted into an Inpatient Unit or to acquire a hospice in a contiguous service area. Money in your pocket is a great thing.

A hospice needs reserves for “management surprises.” What if accounting has done a poor job of reporting Pass-Through expenses? Pass-Throughs can be substantial amounts…even millions. We have witnessed cash-short hospices merge or cease business over Pass-Though surprises.

Lawsuits are becoming more of a problem in hospice. They can be VERY expensive and also lead to a PR disaster if mishandled.

Occasionally, a hospice can have a “super duper” high cost patient. If you have money salted away, you can weather the situation. If not, you may be looking for a partner to merge with.

Hospices need money to possibly undercut competitor margins by introduction of additional products and services.

Hospices need funds to take care of indigent patients. This has been the classic response…and it is as true today as ever.

Some hospices are one patient away from bankruptcy.

It is just good common sense to build reserves.

It is just a “nice feeling” to be able to afford to care for high cost and indigent patients or to build an Inpatient Unit and say, “No problema!” It just feels GOOD!
The Medicare Threat

CMS and Medicare Fiscal Intermediaries can place incredible burdens on a hospice. They can shut down a hospice overnight or choke it to death by truncating cash flow. Here are examples of how CMS and Medicare FIs can put a hurt on a hospice:

- Medicare ADRs (Additional Data Requests) – Tons of time and effort go into sending documentation to the FI to review. A hospice will not get paid for these claims until the FI has made a determination in favor of the hospice. If a negative determination is made, the hospice must appeal the case to an Administrative Law Judge (ALJ). In my experience, most ALJs rule in favor of the hospice. So, it is worth fighting declined billing.
- Getting a Medicare FI Ticked Off – If you get on the bad side of a Medicare FI, watch out! I don’t care how big your hospice is or how long you have been in business - don’t do it. They can crush you. If you are having problems with an FI, the best thing you can do is hop on a plane and see them. Tell them how great they are and how stupid you are. “Teach me how to do it right,” you should say. It is all about the relationship.
- GIP and Continuous Care are being scrutinized for abuse.
- Post Payment Edits – These are requests for immediate recoupment of funds. This is where an FI demands immediate payment of long-living patients. They are usually large, from $100,000 to $300,000. This can hurt the hospice that is short on cash. You have 10 days to remit payment.
Eventually Medicare will Reduce Rates - It is inevitable considering the nature of government.
   1. It has happened historically.
   2. The Government will not allow a healthcare industry to make too much money.
   3. More regulation and loss of freedom of “how” hospice care is delivered.

What Will Happen When Medicare Cuts Occur?

When Medicare decreases hospice reimbursement and rates, at least 3 things will happen:

   • There will be a decrease in the number of new hospices
   • Financially weak hospices will fold or seek merger partners
   • Financially competent hospices will adjust models
The Three Areas Needed for a Culture Change

What is needed to change a hospice culture? Great cultural change at a hospice involves 3 things:

1. Recasting of Vision & Values
2. People Development
3. Supporting Systems

These are the big three in MVI’s view. Many people do not grasp the transformational power of a compelling Vision and life enriching Values, seeing them as simply “feel-good” fluff. However, Vision & Values combined with People Development processes and properly aligned Supporting Systems are the true catalysts of change.

Recasting of Vision & Values

Vision & Values is the foundational piece. The Vision should be clear so that EVERYONE knows where the hospice is going. A fuzzy or cloudy Vision confuses direction. The Vision should paint the picture of what we aspire to be. This Vision would include serious consideration of the business aspects of hospice. Values are tied to the Vision and provide our people standards of behavior. What do we value? How do we treat customers and each other? What do we reward? This is where a new CEO can come into an organization and materially transform it in a short period of time…usually a year. This doesn’t mean that you need to bring in a new hot-shot CEO. No! Instead, “fire yourself” and then rehire yourself the next day...a new CEO with new energy and Vision. I get disgusted with myself every month it seems…fire myself and then rehire myself…with a new outlook.

This workbook will help in the development and refocusing on Vision & Values.
People Development

All efforts are pipedreams unless they are linked to people and people development. The only way to World Class is through people development. What I mean by people development is instilling the accepted behavior, standards, methods, practices, and direction into your team. In this case, we want the business aspects of hospice to be accepted and embraced. To effect this cultural change, MOST PEOPLE IN YOUR HOSPICE WILL NEED TO BE RETRAINED. Business curriculums need to be created. Not light-weight “learn if you want to” type educational experiences so typical in hospice, but real instruction by people that really “get it” and can express it so that it is easily accepted. We have had enough feel-good programs and fluff…teaching from theoretical positions rather than from experience. To create change means that everyone will have to go through a new orientation process because they are not working at the same place…they are working at a NEW place. The old must be cleared out to make room for the new. And…there will be casualties. Anticipate this. Give “non-assimilators” the chance to opt out immediately. Better now than later. This is a time to pull together and not apart. “Non-assimilators” pull apart. This is an area where many hospices have used the Clinical Leader Program as the springboard for their respective business curriculums with great results.

The Model curricula that will be created from the implementation process will help hospices instill the mindsets and expectations of balancing purpose and profit. These curricula will be for all staff, leadership and the Board of Directors so that everyone is on the same page helping it function as a unified whole.

Supporting Systems

Supporting systems are needed to reinforce the new culture. This would include adaptation of the Accounting, Patient Management and other systems. Adequate financial systems MUST be in place or a true Model approach is impossible. Key measurements and standards must be integrated into core systems.

The Alignment of Systems Workbook and the assistance of MVI technical staff will help a hospice get the systems configured to support the Model.
Vision Statement

There are many ideas and opinions regarding the ideas of Vision and Mission Statements. Most hospices summarize goals and objectives in a Mission and/or Vision Statement.

MVI tends to see the Vision Statement as the overall direction of your hospice. It is a point of FOCUS. We prefer a short, “memorable” phrase that creates a statement of current and future positions. We do know that in order to become a World Class hospice, a compelling Vision needs to be cast. In our world view, simple is not only best…it is genius! However, be aware that Vision Statements can be short or long; it is a matter of effectiveness and preference.

While the existence of a shared mission is extremely useful, many strategy specialists question the requirement of a Mission Statement. Vision Statements are often confused with Mission Statements; however, they can serve complementary purposes. There are many models of strategic planning that start with Mission Statements so, it is useful to examine textbook explanations here:

- **A Mission statement** tells you what the hospice is now. It concentrates on present; it defines the customer(s), critical processes and it informs you about the desired level of performance.

- **A Vision statement** outlines what a hospice wants to be. It concentrates on future; it is a source of inspiration; it provides clear decision-making criteria.

The Vision describes a future identity and the Mission describes why it will be achieved. A Mission Statement defines the purpose or broader goal for being in existence or in the business. It serves as an ongoing guide without time frame. The mission can remain the same for decades if crafted well. Vision is more specific in terms of objective and future state. Vision is related to some form of achievement if successful.

If your hospice chooses to have a Mission Statement, it should not resemble the Vision Statement as this would confuse people. The Vision Statement can galvanize the people to achieve defined objectives, even if they are stretch objectives. A Mission Statement provides a path to realize the Vision in line with its Values. These statements have a direct bearing on the Model.

To become effective, the hospice’s Vision Statement must (as theory states) become assimilated into the hospice’s culture. Leaders have the responsibility of communicating the Vision regularly, creating narratives that illustrate the Vision, and acting as role models by embodying the Vision, creating short-term objectives compatible with the Vision, and encouraging others to craft their own personal Vision that positively impacts the hospice.
Textbook Definitions:

- **Vision**: Defines where the organization wants to be in the future. It reflects the optimistic view of the organization's future.
- **Mission**: Defines where the organization is going now, describing why this organization exists.
- **Values**: Beliefs that are shared among the stakeholders of an organization. Values drive an organization's culture and priorities.

Whether a hospice should have a Mission Statement and a Vision Statement or simply a Vision Statement is a determination of each hospice.

**Mission Statement**

Most organizations have Mission Statements, although some organizations see the Vision Statement as the same. This is a matter of preference and both ways of viewing this have worked. The decision of whether a Mission and Vision Statement need to be separated obviously depends upon the hospice’s paradigm.

Mission Statements like Vision Statements can be short, long or somewhere in-between. For example, the company Johnson & Johnson has a very long Mission Statement. Yet it has stood the test of time and has guided the organization with few modifications over the last 100 years.

If your hospice has a Mission Statement, you should consider it when constructing a Model. If you have a mission, what is it?

If you have a Mission Statement, is it important that it is memorized or that people are basically familiar with it? Check what applies at your hospice. □ Memorized □ Basic Familiarity
Writing a Compelling Vision Statement

A Vision Statement is a vivid idealized description of your hospice that inspires, energizes and helps you create a mental picture of your future. It can include an element of NOW that is part of traditional Mission Statements. It’s OK to break the rules to fit your Vision.

Your Vision must be compelling. It is a motivational tool that, if properly written, will inspire people to action. Features of an effective vision statement may include:

- Clarity/Lack of Ambiguity
- Communication of a Vivid and Clear Picture (seen in the mind)
- Describing a Bright Future (hope)
- Memorable and Engaging Expression
- Realistic Aspirations (believed, perceived as achievable)
- Alignment with Hospice’s Values and Culture
- Time Bound (if it talks of achieving any goal or objective)
- Simple is Good (simple is often difficult)

Be creative. Dream. Attempt to inspire. Be bold. Create something that has never been seen before. Let your imagination run wild.

Summarize Your Vision in a Memorable Phrase

If possible, try to summarize your Vision using a vivid and memorable phrase. Capture the essence of your Vision in a simple phrase that is easily remembered. This will make your Vision Statement more powerful. This phrase will serve as a trigger to the rest of the Vision in the mind of everyone that reads it. Vision Statements can be short or long.

Take for instance Microsoft’s Vision of "A personal computer in every home running Microsoft software." This simple yet very powerful phrase is used throughout the organization (hallways, internal web pages, plaques, etc.) to remind everyone of the Vision. If you are having trouble coming up with your summarizing phrase, try adding after you've written different aspects of the Vision Statement.
Take as Much Space as You Need
Vision Statements can be longer than Mission Statements. The purpose is to create a mental picture charged with emotion that can serve to energize and inspire you and your team. Take as much space as you need to accomplish this goal.

Your Vision Statement Should Describe You at Your Best
Your Vision Statement should be based on “seeing your hospice at its Best” or peak. In fact, you might want to envision your hospice even better than what you consider to be the best possible outcome. Remember, that the purpose of the Vision Statement is to inspire, energize, motivate, and stimulate your creativity. It is also an overall measuring stick for success in addition to our objectives and goals. People can see if we are moving towards or away from the Vision that has been cast. The quality of your vision determines the creativity, quality and originality of your ideas and solutions. A powerful Vision Statement should stretch expectations and aspirations helping you and your staff move out of respective comfort zones.

Describe Your Vision Statement in the Present Tense
Describe your Vision Statement in present tense. Describe it as if it were NOW. Describe it as if you were actually seeing, hearing, thinking and feeling after your ideal hospice was a reality.

Fill Your Vision Statement with Emotion
Your Vision Statement should describe how you will feel when your hospice dream is realized. You want people to be excited and filled with passion. Your Vision Statement is an ideal vehicle to convey emotional charges. Top people want to believe in something and be emotionally invested so that they are compelled, inspired, and energized to do their best. Top people do not want to work for a bottom-rung, meaningless organization.

Add Sensory Details to Your Vision Statement
The more sensory details you can provide, the more powerful your statement becomes. Describe the scenes, colors, sounds, shapes and even smells to be associated with your hospice. Describe who is there and what everyone is doing. These sensory details will help you build a more complete and powerful mental image of your hospice.
$10 Visions

There was once a training seminar where one of the exercises was to come up with as many ideas as the group could for earning ten dollars by the end of the day. This was supposedly an exercise in brainstorming. After a few minutes, the instructor polled the audience for some of their ideas. Some ideas were better than others, but everyone agreed that even the bad ones could have earned someone ten dollars in a day.

The instructor then asked if any of the ideas presented so far could earn someone a million dollars. The consensus was that the vast majority of ideas had absolutely no chance to make anyone a million dollars, and a select few had only a very slim chance. At the end of the exercise, the instructor simply said, “You don’t get million dollar ideas from a ten dollar vision.”

In other words, the quality of your vision determines the creativity, quality and originality of your ideas and solutions. A powerful vision statement should stretch expectations and aspirations helping you jump out of your comfort zone.

Without Vision, an organization does not know where it is going. It is truly one of the most important aspects of a hospice. Offer a compelling Vision.

**What are your ideas regarding the Vision of your hospice?**

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

*Could anything be added, deleted or re-phrased to more completely capture the Vision?*

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
What is your Vision?
What is the Vision of your hospice? What are your thoughts?

□ Is the Vision compelling?
□ Does it use sensory images?
□ Does it excite you?
Departmental Vision

Does each area or department in your hospice have a vision statement? Many times the idea of a Vision Statement is limited to its application to an organization. However, many of the most effective functional areas or departments incorporate their own Vision Statements. The Vision, in conjunction with leading by example, will help shape the behavior and the actions of the department. We would advise using the same ideas when creating your Departmental or Area Vision. You want your Vision to “pop” and inspire. Examples:

**Admissions**
- "The FASTEST TEAM in hospice"
- "First hospice on the scene wins"
- "Setting the Tone of the Experience"

**Finance**
- "Redefining Financial Support"
- "It’s all about YOU!"
- "We are here to create balance"
- "We are the Model Masters"
- "We are the Best Finance Department in Hospice"
- "We lead the Financial Dimension"
- "Financial leadership is our product – Kind and Friendly Service with Uncommon Excellence"
- "To Simplify and Balance"
- "We are learners and teachers of the Financial Dimension"
- "We are Air"

**Marketing**
- "Making them aware, fast message full of value"
- "We raise the water level"
- "Confidence – in what we do"
- "Speak plain, speak the truth, speak with compassion and knowledge"
- "We will be known for our Kindness and Competence"

**HR**
- "More than HR"
- "Creating the Profiles – Creating the Experience"
- "Super People going beyond Traditions"
IT
“To create the most user-friendly systems in the hospice universe”
“To provide precise information for intelligent decision-making”
“Our front-line is making patient/family experience exceptional through IT”
“Enhancing systemic operations by design”

Development
“To offer value for our investors”
“To outrageously serve this community”
“$100,000,000 in reserves”
“Focused on the Community”

Education
“The Center of the Universe”
“Expanding our Capabilities Everyday”
“It’s People Development Baby!”
“Each and Every Training Experience will be a Sensational Event”
“Learning Forever”
“The Heart of our Culture”

Do some of these may seem silly to you? Perhaps not! Outrageous stirs the imagination!
What is your Departmental Vision?
What is the Vision of your department? What are your thoughts?

□ Is the Vision compelling?
□ Does it use sensory images?
□ Does it excite you?
Values

We have witnessed hospices transformed by the recasting of Values without altering the Vision. Of course, they must be lived and embodied by leadership, but Values are powerful. We will dare say that “perhaps” Values are more important than Vision as Vision is associated with the future whereas Values is about who we are NOW…the quality and character of the hospice born out of the beliefs that run our lives.

The subject of values doesn’t receive enough attention in most organizations. Values are normally not on people’s minds. How many people who apply for positions at your hospice ask, “What are the values of your organization?” It is a rare bird indeed!

Values are essentially the core beliefs of the organization. Many organizations have them posted or written in manuals. However, the Values of an organization “are what they are.” They are what people believe in your organization. Values are demonstrated in your staff’s behavior. They can be somewhat organic. Values are important because they establish acceptable behavior. Value ideas are important in that they shape culture, and well chosen Values don’t go out of style in a short span of time.

So the question is: “Can an organization change its Values?” Yes. However, it may be more difficult than we realize. Perhaps the only way to change values positively is for the CEO to set the example. The CEO must LIVE the Values and reiterate them in everything they do. The CEO must influence the other leaders to live them. Supporting leaders then have a responsibility to influence every staff member to live the Values as well. Just posting the new “values” on the wall will not change the Values of the hospice.

Here are some questions to help you look at Values:

- Does your hospice value hard work? Does your staff work hard?
- Does your organization value integrity? Do members of your team lie?
- Does your hospice value productivity? Are your people productive?
- Does your organization value customer service? Does every member of your staff provide great service to people?
- In your regular meetings, how often do you discuss values?
- If accountability is a value, do you hold people accountable?
- In the interviewing process, do you make a big deal about your values?

How important are Values? Well, poor or deteriorating values can destroy an organization. Consider the man, Arthur Andersen. When Arthur Andersen led the accounting company, the Values of the firm were ultra-high and everyone knew that if a financial statement was blessed by Andersen, it was real. There was incredible trust in the information as Arthur was an
unbendingly trustworthy, integrity-filled person. One time, Arthur Andersen was offered money to slightly change an audit figure for a California company. He refused by saying, “There is not enough money in all of Chicago that would make me change a statement we’ve audited.” He lost a client, but gained a reputation.

However, when Andersen died, the company’s Values slowly eroded over time by people of less integrity. Finally, Andersen’s reputation and company died along with Enron. It wasn’t that single act of dishonesty that killed off Andersen (most people think it was Eron), it was the deterioration of the Values that once made Arthur Andersen great.

Values are the first thing you look for in the hiring decision. It is important that your staff share the same Values. When you hire people, only hire people with the same Values. What will this do for your department? People will be comfortable and they will get along. They will work together more easily than if you have a bunch of people going in different directions.

The recasting of Values can change your hospice world forever. If you want your team to work together, be productive, hard-working and high energy people then recast your values so that these attributes are recognized. Values are too important to leave to chance or to leave undefined.

How Many Values Should a Hospice Have?

This is a good question. We suggest that a hospice try to keep the number in the 3 to 6 range. However, some organizations have more. The point is they each should have “significant” meaning and it is best when they can be memorized. If a person has to think hard to remember the Values, you may need to re-think HOW you are teaching your Values or reduce the number. Some hospice’s use acronyms and sayings. It doesn’t matter what your methodology is as long as the Values are lived by staff members. Some people get hung up on “every Value should start with a verb” or other traditional thinking. Our advice is MAKE THEM SAY WHAT YOU MEAN!

Can Values be Changed?

Absolutely! Values can be changed! Though good and well thought-out Values tend to not change much over time (as organizations and as individuals), we should be constantly learning and therefore our Values should improve. To say that our Values never change is to limit our pursuit of the BEST and highest. Values can be added, deleted, re-worded or re-phrased to better communicate who we are.
Don’t spend a lot of time seeking perfection...implement with the understanding that Values can be changed.

When implementing Values, spend some time, but don’t expect perfection. Like the development and recasting of Vision, do the best you can now. Values are a tool. They can be used to establish and thereafter judge behavior.

For ideas regarding Values, please see Appendix 2.

What are your Values?
What are the Values of your hospice? What are your thoughts?

☐ Are the Values easy to understand?
☐ Do they make you feel good?
☐ Is a clear financial element present?
Reinforcement of the Vision & Values

For most hospices, Vision & Values sit on dusty shelves in a relatively short period of time after they were developed with an excruciating amount of effort. They are virtually forgotten until needed for the annual report or some formal need to provide an appearance of legitimacy.

The Vision & Values must be ALIVE at your hospice. Here are some ways to make them alive at your hospice:

- **Start your Meetings with Vision & Values.** Start every meeting by quizzing staff about the Values. Be creative! Have someone state Value #3! Ask how we demonstrate a Value point.
- **Issue a Vision & Values audio CD every 6 months.** In hospice, clinical staff members have plenty of “windshield” time. We suggest that an audio CD be created by the CEO and issued on a semi-annual basis. It is surprising how much a short 15 minute message will impact a hospice if done on a regular basis. The point is that we all weave “in and out” of focus on a daily basis. Often hospice employees receive little reiteration of the Vision & Values after the initial orientation process. Issuing a Vision & Values message on a regular basis reminds people where the hospice is going and what it values so that these points are never in doubt or question.
- **Banners, Cool Posters, and Plaques.** Displaying the Vision & Values in great looking physical illustrations says that “this is important.” Simply creating visual reinforcement tools is not enough, but it sure helps.
- **Leadership Buy-In.** Anyone in a leadership position should know the Vision &Values by heart. The most powerful form of leadership is leading by example. Unless leaders “know” on a deep level what the Vision and Values are, how could they be expected to transfer them to others? The most important person that needs to Buy-In to the Vision & Values is the CEO. The CEO sets the standard for all through his or her actions and words.
Defining the Language of Your Hospice

Another aspect of shaping culture is language. What common terms and phrases are used at your hospice? Do the words or phrases lift spirits or de-motivate? Do they accurately communicate what we do? An intentional examination of your hospice language is a valuable and fun exercise. After many terms and phrases are established (as well as no-no terms and phrases), we recommend that they become part of all training systems and the Model business curriculums. They also should be used by leadership and encouraged to be used by all staff members.

Here are examples of terms and phrases that your hospice might want to consider deleting from your culture:

<table>
<thead>
<tr>
<th>NO NO List of Things We Don’t Say</th>
<th>Why?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Things NOT to Say…</td>
<td></td>
</tr>
<tr>
<td>We aren’t taking patients</td>
<td>Referral sources will NEVER forgive you. They will remember it forever.</td>
</tr>
<tr>
<td>We can’t take patients</td>
<td>Referral sources will NEVER forgive you. They will remember it forever.</td>
</tr>
<tr>
<td>We’re too busy to take patients</td>
<td>Referral sources will NEVER forgive you. They will remember it forever.</td>
</tr>
<tr>
<td>I work for hospice</td>
<td>What hospice?</td>
</tr>
<tr>
<td>Thank you for calling hospice</td>
<td>What hospice?</td>
</tr>
<tr>
<td>Management wants this…</td>
<td>Weenie-ism. “I don’t really believe in what I’m telling you to do.”</td>
</tr>
<tr>
<td>I’m doing this because I was told to…</td>
<td>Leads to false ideas about the service. We use the term Crisis Care.</td>
</tr>
<tr>
<td>Continuous Care</td>
<td>Alternative: The Model, the Way, etc.</td>
</tr>
<tr>
<td>Budget</td>
<td></td>
</tr>
<tr>
<td>We offer respite care!</td>
<td>Do we? Do we do it well?</td>
</tr>
<tr>
<td>Call anytime you need anything!</td>
<td>Is that what we want?</td>
</tr>
</tbody>
</table>
Use Phrases or Terms with Pizzazz that Convey the Message

A hospice can create simple “sayings” that embody the key messages that staff members need to understand. These phrases are amazingly effective as “when they are said, everyone knows what they mean.” Once assimilated into the culture, they become powerful reminders of “the way” and can often be effectively used as questions in group meetings to solicit a unified response. Here are some examples:

<table>
<thead>
<tr>
<th>Pizzazz Phrases as a Statement</th>
<th>Pizzazz Phrases as questions and Group Answers</th>
</tr>
</thead>
<tbody>
<tr>
<td>We live in the Model!</td>
<td>Where do we live?  In the Model!</td>
</tr>
<tr>
<td>There is always room at the Inn!</td>
<td>There is always room?  At the Inn!</td>
</tr>
<tr>
<td>We measure because we care!</td>
<td>We measure?  Because we care!</td>
</tr>
<tr>
<td>When in doubt, admit!</td>
<td>When in doubt?  Admit!</td>
</tr>
<tr>
<td>Never, ever say that we can’t take patients!</td>
<td>Never, ever say?  We can’t take patients!</td>
</tr>
<tr>
<td>Document Decline, Difficulty and with Inter-Disciplinarily Consistency!</td>
<td>Document?  Decline, Difficulty and with Inter-Disciplinarily Consistency!</td>
</tr>
</tbody>
</table>

Use words and phrases to TEACH your culture!

They are cultural reinforcement tools that convey ideas with great speed.
Appendix 1 - Examples of Vision and Mission Statements

- Sunny Day Hospice is dedicated to providing quality care to individuals with a limited life expectancy through....

- Sunny Day Hospice is the Model for the rest of the Hospice World.

- Sunny Day Hospice vision is to weave a tapestry of care around people with serious illness.

- The mission of Sunny Day Hospice and Palliative Care is to provide a rich array of quality programs to people for those with an advanced medical condition regardless of race, creed or color including nursing, social work, spiritual, bereavement and other services.

- Sunny Day Hospice is to be the greatest hospice in the America serving 6 counties. We will be a model hospice that attracts talented clinicians from across the country to work at this incredible place.

- Stairway to Heaven Hospice will place special emphasis on our inpatient units to provide a specialized care.

- Sunny Day Hospice’s mission focuses on caring, not curing.

- We are the Hospice...

- Sunny Day Hospice is devoted to providing exceptional care and comfort to help patients and families live better at end of life.

- Sunny Day Hospice is committed to excellence by providing home hospice care, inpatient hospice care and bereavement services, while advocating for comfort, support and timely access to services. We will also serve as medical, ethical, spiritual and educational leaders in matters related to terminal illness.

- The mission of Sunny Day Hospice is to uphold the dignity and ease the suffering of those facing an advanced or serious medical condition while supporting their loved ones.
• We are a hospice of excellence, ethics, professionalism, respect, compassion and integrity.

• Sunny Day Hospice’s vision is to be recognized as the premier provider of complete, compassionate end-of-life care, and specialized grief support services.

• Sunny Day Hospice will lead the way, honoring every moment of life. Sunny Day Hospice provides compassionate, excellent, comprehensive care for those who have a terminal illness and those who are grieving.

• Live, learn and serve…that’s Sunny Day Hospice.

• Sunny Day Hospice treats the whole person – body, mind and spirit – as well as nurturing the family.

• Our mission is not to be the biggest hospice…only the best. That’s the Sunny Day Way.

• We are here to promote comfort, independence and quality of life for those facing a life threatening illness or are dying.

• Cadillac Hospice puts the pedal down when it comes to…(we’re running low on ideas)
Appendix 2 – Examples of Values

Here are examples of Values. The more concrete the Values the better. That is, the more terms and phrases are understood the better the Values will be manifested in organizational behavior.

<table>
<thead>
<tr>
<th>The Typical Hospice</th>
<th>The Creative Hospice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compassionate Care</td>
<td>Creativity</td>
</tr>
<tr>
<td>Dignity</td>
<td>Standardization</td>
</tr>
<tr>
<td>Comfort</td>
<td>Exploration</td>
</tr>
<tr>
<td>Holistic</td>
<td>Personal Initiative</td>
</tr>
<tr>
<td>Excellence</td>
<td>Financial Balance</td>
</tr>
<tr>
<td>NO MENTION OF FINANCIAL MATTERS</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The Executive Coaching Hospice</th>
<th>The Spiritual Hospice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Development</td>
<td>Love</td>
</tr>
<tr>
<td>Compassion Care (what does it mean?)</td>
<td>Learning</td>
</tr>
<tr>
<td>Measurement &amp; Accountability</td>
<td>The Lessons of Money - Stewardship</td>
</tr>
<tr>
<td>Financial Pillar</td>
<td>More Love &amp; Learning</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>MVI-ish Hospice</th>
<th>The Techno Hospice</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Law of the Lid</td>
<td>Talent &amp; Intelligence</td>
</tr>
<tr>
<td>Culture of Trust</td>
<td>Technology</td>
</tr>
<tr>
<td>Integrity</td>
<td>Accountability</td>
</tr>
<tr>
<td>Learners &amp; Teachers</td>
<td>Positive Residual</td>
</tr>
<tr>
<td>The Model</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>The Steroids Hospice</th>
<th>The Misguided Hospice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access</td>
<td>Profit</td>
</tr>
<tr>
<td>Fast Company</td>
<td>Profit</td>
</tr>
<tr>
<td>Make a Pop!</td>
<td>Profit</td>
</tr>
<tr>
<td>Persistence</td>
<td>And more profit!</td>
</tr>
<tr>
<td>Everybody Works Hard</td>
<td></td>
</tr>
</tbody>
</table>
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